



2017/18 Plan

Gwynedd Council

Further information

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The measures can be found in **Appendix I**, which accompanies this document.

The Leader's Foreword

Our review of the Gwynedd Council Strategic Plan 2013-17 this year is different from the usual in the sense that it extends the current plan for a year in order to bring the work to a close and therefore to pave the way for the new Council to create a plan following this year's May elections. We have therefore noted what has been achieved and completed and have put plans in place for those projects which need to be extended for a further year. As in the past we try and place our emphasis on projects which really need to be implemented in order to create change for the better. Projects which make the best use of resources and projects which continue to promote the New Gwynedd. But work which creates long term and sustainable change, not a list of short term wishes.

We have encountered challenges and achievements throughout the journey, and have learnt a great deal. Whatever the context, we are determined to keep hold of our ambition of creating the new Gwynedd which will create tomorrow's legacy. It is our actions and decisions today which will set the opportunities for the next generation. That responsibility means responding in a positive and determined way, working in partnership locally and nationally.

This is the last time that I will be presenting the work of the Gwynedd Strategic Plan since I have already announced my intention to stand down as a member and the Leader of Gwynedd Council in May this year. It has been a privilege to be associated with this important work and an honour to work with members and officers who do so much to contribute towards the work of the Council and towards this special county. But the journey continues and others will come to lead and to play their part with new energy and a fresh view of the world. It is in this way that we continue to build our Gwynedd Tomorrow.



Dyfed Edwards

Dyfed Edwards, The Council Leader

Profile of Gwynedd

6.9
million



visitors

creating
revenue
worth

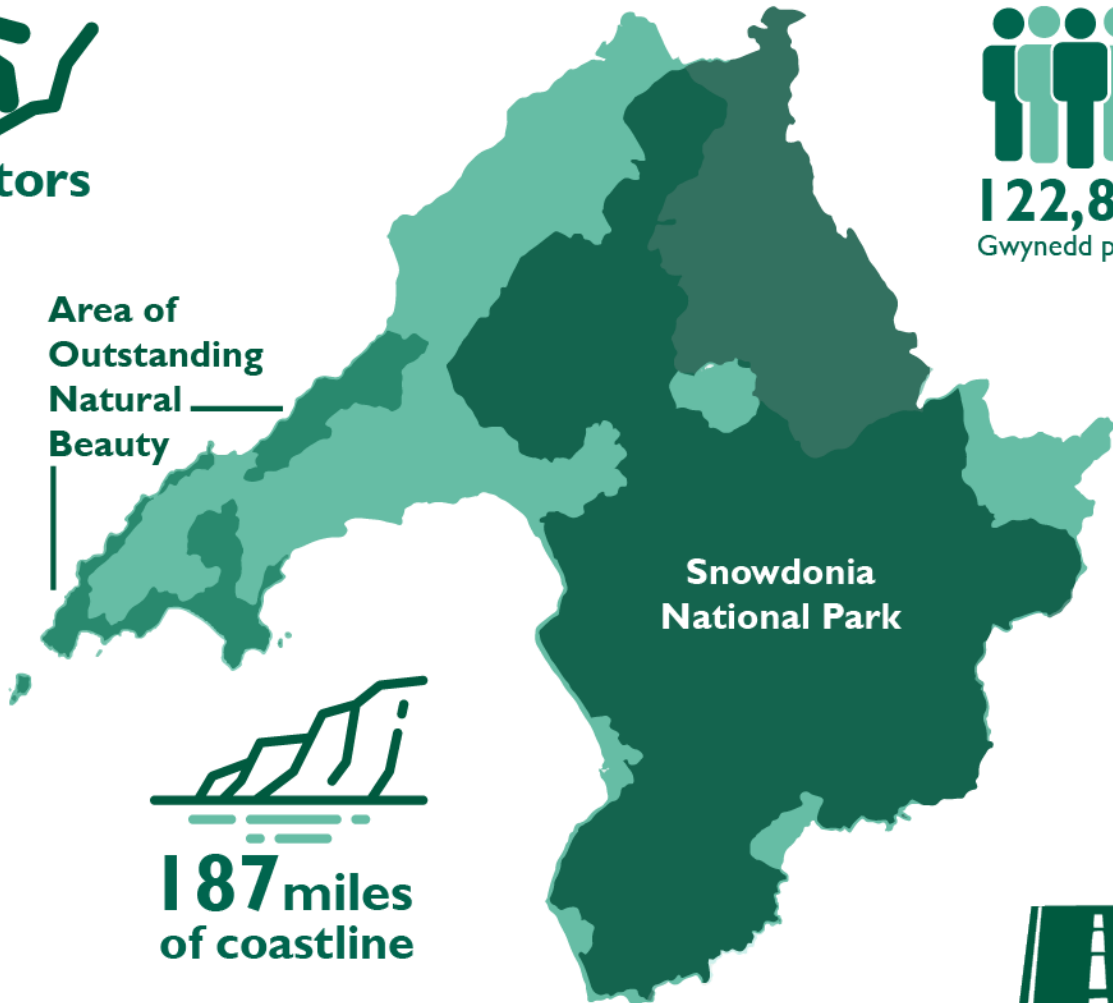
{£964}
million

65%
Welsh



122,864
Gwynedd people

Area of
Outstanding
Natural
Beauty



187 miles
of coastline


about **61,000**
dwellings

Median
income

£23,988



£143k

Median
House
Price



1,821
miles of
highways

Introduction

The purpose of this plan is to inform the people of Gwynedd about what the Council is doing and intends to do over the course of 2017/18. This year's plan will be a year's extension to the Gwynedd Council Strategic Plan 2013-17.

When reviewing the plan, we have looked at where we have reached following four years of implementing the Strategic Plan 2013-17 and considered what needs to be delivered in 2017/18. As well as being an extension to the previous plan, the 2017/18 Plan will also bridge the period between the Gwynedd Council Strategic Plan 2013-17 and the new plan which will be prepared and adopted by the newly elected Council in May 2017.

This year's plan has been reviewed and prepared in a period of change and follows the approval of cuts to the value of £4.9million based on the response of the public and businesses to the Gwynedd Challenge consultation. We have been working on delivering the cuts in 2016/17 and there will be others to implement in 2017/18. We continue to face a constant financial challenge due to the reduction in the funding received from Central Government and we are trying to secure those savings in ways that will have the least possible impact on the people of Gwynedd.

In order to review the plan properly, we needed to consider what had changed since last year, and to examine the social, economic, environmental and policy issues which influence the Council, and which are likely to influence the people of Gwynedd in the future. Also, the Well-being of Future Generations Act came into force in April 2016 and this plan will show how we are changing our working methods to reflect this.

The plan is the product of work undertaken to seek the opinion of the people of Gwynedd regarding the Gwynedd Challenge, namely the challenge which has been set for us as a Council to continue doing our best for the people of Gwynedd despite the fact that we have fewer resources than ever and that the demand for our services continues to increase. Our key partners have also been a part of creating the plan, such as the Health Board, Third Sector representatives, Hunaniaith, businesses and the further and higher education sector.

Our Well-being Statement and our Well-being Objectives (which are also Improvement Objectives) have been noted in our chapters on the **Well-being of the People of Gwynedd**.

The chapter on **Delivering the Plan** notes how our governance arrangements will work in order to deliver our well-being objectives and how we will review our actions in order to deliver those objectives.

Improvement Plans

The following improvement plans contained in the Gwynedd Strategic Plan 2016/17 were completed:

- **Ysgol Hafod Lon** - work completed
- **Restructuring the Adults, Health and Well-being Department** – work completed
- **Internal Provision** – work completed
- **Implementing a Performance Framework** - work completed

In addition, the following project has been moved:

- **Improving access to employment for the county's people and responding to barriers** – work is continuing as part of the **Working together against poverty** plan

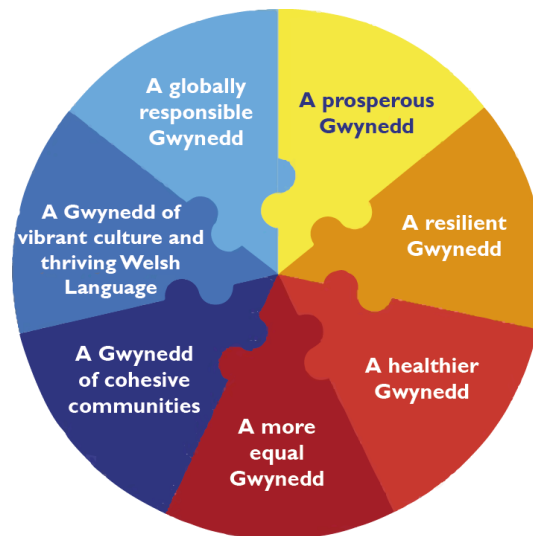
Measures

Our measures have also been adapted in order to reflect the emphasis that we place on improving the circumstances of the people of Gwynedd. See our measures in **Appendix I**.

The Well-being of the People of Gwynedd

Background and context

This part of the plan is a **statement about our well-being objectives**. It explains why we consider that the Council's services and our associated well-being objectives contribute to achieving the **well-being aims** as noted below.



The plan has been prepared to meet the requirements of the act, but it will be published before the Gwynedd and Anglesey Public Services Board's Well-being Assessment is published and, therefore, it does not incorporate the results of that assessment. By next year, we will have considered the Well-being Assessment and its results will be expected to influence the content of the plan from 2018/19 onwards.

The people of Gwynedd have been contributing to the work of the Public Services Board that has been assessing the economic, social, environmental and cultural state of both counties. The information packs for the Gwynedd and Anglesey areas were published in autumn 2016 and they have been used as the basis of discussions that will result in the publishing of the Board's Well-being Assessment and its Well-being Plan. Through their contributions, the people of Gwynedd have been saying what's important to them regarding their areas and have been part of planning for their future.

As well as showing how we have gone about setting our well-being objectives and how we need to incorporate the well-being of future generations in our everyday work, the plan will show why the act's five sustainable development principles are core to our services:

The act's five sustainable development principles or the Five Ways of working

Long term



Prevention



Integrate



Collaboration



Involvement



Our services already operate in a way which follows the sustainable development principle while adopting a long-term and collaborative approach and working in partnership and including organisations, individuals and communities. In addition, we work in a preventative way where possible when responding to current needs and reducing dependency e.g. in the field of Additional Learning Needs. Having said that, the emergence of the Well-being of Future Generations Act and the Social Services and Well-being Act has offered us as a Council an opportunity to take stock of what we are already doing to work in a sustainable way and to set ourselves an ambition for the coming period.

Any financial decisions will consider carefully our ability to deliver what we have promised in this plan and we will review what we are doing continuously in order to ensure that the future well-being of the people of Gwynedd is central to the way that we plan and deliver our services. Without such a plan to address the situation and to prepare for the future well-being of the people of Gwynedd, it's possible that key services will cease to exist.

Well-being Aims in Gwynedd

This part of the well-being statement shows what we are already doing in order to contribute to delivering the Well-being of Future Generations Act's well-being aims here in Gwynedd. In order to continue to meet the needs of the people of Gwynedd despite the fact that the money available is reducing significantly, we have demonstrated that we are working to the vision of the well-being act as follows:





A prosperous Gwynedd

We are working through several of the Council's services to create a prosperous Gwynedd, starting by developing a skilled and educated population.

Our aim is to ensure that every pupil, in every school, possesses the necessary skills to succeed in life and to gain the qualifications that will enable them to play a full part in the world of work and society thereafter. These skills will be crucial to enable our young people to face future challenges and prosper locally.

Another aim we have is to be ambitious for every looked-after child. As ambitious as if they were our own child.

We appreciate the importance of an economy that generates wealth for local residents and offers good employment opportunities. We are focusing on creating the conditions that will allow businesses to create and maintain high-value jobs within sectors such as energy, manufacturing, construction and the creative and digital industries and also on supporting the sectors, such as tourism which enable our rural areas to increase the value of their activity and the employment they offer by promoting innovation and technology.

During 2017/18 we will escalate our efforts to keep benefits in the local economy by adapting our internal arrangements and the advice and support provided to local businesses to enable them to compete for tenders. The Council and the North Wales Economic Ambition Board are working together to support the businesses of Gwynedd to succeed when tendering for work and to keep the benefits from the public and private sector contracts local. An important part of this is improving the Council's arrangements to provide information to businesses and engage with them.

Another way of keeping benefits local is through collaborating with partners to encourage local residents to support local businesses, and to secure the maximum economic benefits from the natural and cultural characteristics of Gwynedd for key industries such as tourism. We are also eager to support, in any way possible, any community council or organisation to maintain services that are important to communities and the regeneration and social enterprises service helps make this happen.

Well-being Objectives



Ensure that every pupil has the necessary skills to succeed

Create the conditions for enterprises to prosper across Gwynedd

Create the conditions for businesses to create and sustain high-value jobs



A resilient Gwynedd

In order to contribute to the aim of being a nation which maintains and enhances the natural environment and biodiversity, we acknowledge that the protection, safeguarding and enhancement of the environment is of critical importance and is a key characteristic of sustainable development.

We will build on the increase in recycling by residents and businesses in order to improve our recycling performance again this year.

We have anticipated the importance of taking action on climate change as well as recognised the limits on the global environment. Gwynedd Consultancy (YGC) works with our local and regional partners to implement the duties of the Flood and Water Management Act 2010 as well as working to reduce flood risk to Gwynedd communities.

Our aim is to ensure that we comply with the Council's duties to protect our Biodiversity in Gwynedd by considering European legislation on protecting Biodiversity including the Environment (Wales) Act 2016, with the aim of promoting wildlife while keeping our towns and villages tidy and safe. We protect and seek to manage the quality of the Llŷn Area of Outstanding Natural Beauty (AONB) within the available resources.

We also ensure that we facilitate and manage sustainable developments in the interests of our communities, the economy and the environment within the Gwynedd planning authority area.

Well-being Objectives

Increase recycling

Reduce flood risk

Promote wildlife

Keep towns and villages tidy and safe

Protect and manage the quality of the Llŷn Area of Outstanding Natural Beauty

Facilitate and manage sustainable developments





A healthier Gwynedd

A healthier Wales is a society where people's physical and mental well-being is as good as possible. The health trends of the residents of Gwynedd are a little better than the national average; however, with the levels of obesity amongst four-year-olds in Gwynedd among the highest in Wales, it is crucial that Gwynedd Council and partners respond to this and create the conditions to promote healthy living. In the field of education we ensure that pupils with emotional and behavioural needs are fully included within Gwynedd schools.

One of our priorities is to ensure that children and young people are protected from harm, experience stability in their lives and have the best opportunities in terms of their health and well-being. The stability of the lives of looked-after children is crucial for their development. If they are safe and stable, it is possible to respond to the needs of our looked-after children to improve their health and well-being.

Our services for adults promote well-being in individuals' care and assistance plans in addition to identifying opportunities to develop preventative services in communities through partnerships and joint working.

One of our areas of work to improve the health of the residents of Gwynedd is to inspire, support and enable Gwynedd's residents to be active and lead healthy lives. This is done by ensuring that appropriate leisure facilities are available for the residents of Gwynedd across the county and by working with partners locally, regionally and nationally. For example, the Exercise Referral service is a specialist service with a range of activities to help reduce the impact of conditions that prevent the residents of Gwynedd from exercising and improving their health. The Council also supports activities that use art and heritage to develop health and well-being.

A core part of our everyday work is to safeguard Public Health by ensuring that businesses in Gwynedd meet food hygiene, food standards and health and safety in the workplace requirements.

In our work in the field of pollution, we protect the health and well-being of the public from unsafe practices by ensuring that businesses or individuals do not pollute the air, land and waterways with substances or unpleasant noise.

Well-being Objectives



Ensure that pupils with emotional and behavioural needs are fully included within Gwynedd schools

Ensure that children and young people are stable and are protected from harm

Enable the residents of Gwynedd to be energetic and live healthy lives

Safeguarding the health and well-being of the public

Provide the right assistance to individuals at the right time



A more equal Gwynedd

As part of building a society which enables people to fulfil their potential whatever their background and circumstances, our aim is to improve the outcomes for every child and young person by ensuring that every pupil is given the most appropriate support in order to allow them to make progress in accordance with their ability. Some young people in Gwynedd need more support than others because of their circumstances and experiences when growing up, and the Council supports vulnerable young people to overcome those obstacles. The Council's services for its youth provide an opportunity for them to socialise, to take part in activities and to continue to learn and develop new skills outside of school. Another example in this field is the *Gyda'n Gilydd* Service that works with children and families to ensure that the problems they face do not become more severe and complex.

Also, the Council has the ability to do as much as it can in order to provide practical support for people who are in difficult financial circumstances. For example, we ensure that we process Housing Benefits and Council Tax Reduction Scheme applications promptly and accurately, in order to assist the citizens of Gwynedd to pay their rents and Council Tax bills.

As we collect taxes promptly and efficiently, we also try to be flexible and sympathetic to individuals' circumstances. We will promote any exceptions and discounts, any assistance through the council tax reduction scheme, encourage payment arrangements and agreements and will urge individuals to seek advice on personal finances and broader debt advice.

We provide services for the people of Gwynedd that will help to create resilient communities, support the inclusion of people in their communities and tackle poverty. We ensure access to information, support and facilities for residents to develop their skills and reach their full potential. This is done through a network of libraries across the county and through programmes such as OPUS (which works with individuals with learning disabilities or mental health problems who are over 25 and economically inactive to have access to sustainable employment), and TRAC (which supports young people who have disengaged from education or who are not in education, employment or training) and Communities First. In order to create attractive communities, we also promote access to the arts and we protect and celebrate our culture and heritage.

Our community transport service is responsible for providing travel opportunities in areas where there is no conventional transport provision and for people who cannot or who find it hard to use conventional public transport.

Another aim of ours is to ensure that construction work reaches the appropriate standards, ensuring that buildings provide facilities for the disabled as well as being safe, sustainable and energy-efficient.

2017/18 will be the second year of the Council's Equality Strategic Plan and the principle of placing the well-being of all people in Gwynedd centrally is also relevant here. We believe that the best way of promoting equality is to listen to the opinion and experience of all cohorts of society when

planning and maintaining our services. Put simply, that we place all people in Gwynedd at the centre of everything we do.

Well-being Objectives



Prevent the escalation of people's needs

Support people in difficult financial circumstances

Tackle poverty

Provide travel opportunities for everyone across the county

Ensure that construction work is safe, sustainable and energy-efficient

Strengthening and regenerating communities



A Gwynedd of cohesive communities

In order to ensure attractive, viable and safe communities that have good links, we will continue with the work of safeguarding communities. Social enterprises and communities play an important part in this and we will support and encourage them to develop through our regeneration services. We promote the well-being and safety of pupils and support them by providing a range of ancillary services.

It is imperative to ensure that children and young people are protected from harm, and we investigate allegations of abuse in accordance with the Child Protection Guidelines and we also aim to protect vulnerable adults.

Another important element of the Council's work to contribute to this aim is happening in the Community Safety field by working with other agencies, including the Police, the Fire and Rescue Service, Probation Wales and the Betsi Cadwaladr University Health Board to tackle and reduce crime and disorder for the safety and well-being of communities in Gwynedd and Anglesey.

The Council's services for its youth promotes citizenship amongst young people and supports them to play a full part in society.

Another of the Council's work areas which contributes to reaching this aim is maintaining public footpaths, other paths and sites that are important to the communities and people of Gwynedd, as well as maintaining playing fields to ensure that they are safe for children and young people to enjoy them. The Council also attempts to ensure resources of a safe standard in our rural parks, harbours, marinas and on the beaches of Gwynedd in order to create attractions for local people and visitors.

We also support event organisers to create vibrancy within communities across the county.

Well-being Objectives



Safeguard children and adults from harm

Collaborate with partners to reduce crime and disorder

Maintain public footpaths and playing fields



A Gwynedd of vibrant culture and thriving Welsh Language

The Council wishes to see a situation where Gwynedd continues to be a stronghold for the Welsh language, and that it is an everyday language that is heard and spoken naturally by children, young people and adults across the county.

We lead on innovative work across North Wales and nationally, in relation to the Welsh language by promoting the Language Charter in order to contribute to reaching this aim of protecting culture, heritage and the Welsh language.

As well as providing a library service for the people of Gwynedd, we also encourage people to participate in the arts, sport and leisure activities while giving the Welsh language a prominent place. Much of our work in the field of community arts targets health, well-being, education and tackling loneliness projects. The Council also allocates arts grants in order to support the standard of the arts and arts opportunities for everyone by promoting the Welsh language in communities as well as protecting the archives and heritage of Gwynedd.

Our aim will be to continue to enrich the lives of the residents of Gwynedd by promoting an appreciation of our unique heritage and culture; but, in view of cuts to the strategic grants to the arts, we will have to work differently with partners and volunteers to ensure that this succeeds.

Well-being Objectives



Promote the use of the Welsh language

Promote our culture, heritage and the arts

Provide a library service



A globally responsible Gwynedd

The Council is also committed to considering what we can do to make a positive contribution to global well-being.

We intend to reduce energy costs, reduce carbon emissions and prevent light pollution now and for the future. We have innovative plans such as changing our street lighting and signs to Light Emitting Diode (LED) technology with most dimming or turning off when appropriate. This not only reduces carbon but also saves us money so that we can continue to spend that money on other services for residents.

The Highways and Municipal Service is also responsible for holding events to educate and raise the awareness of children regarding recycling waste and preventing litter, graffiti, fly tipping and dog fouling problems that will contribute to improving behaviour in this field in the future.

Through the Syrian Rehabilitation Programme, we provide support towards a global effort to alleviate the humanitarian crisis by providing rehabilitation opportunities for refugees.

Finally, the Council's work in the field of equality contributes to developing people who are more responsible on a global level, for example, by creating the circumstances for people from different backgrounds to represent the people of Gwynedd by standing for election to be an elected member.

Well-being Objectives



Reduce energy costs, carbon emissions and prevent light pollution

Provide rehabilitation opportunities for the most vulnerable people from Syria

Educate and raise awareness among children about recycling and preventing litter and graffiti

The Well-being of the People of Gwynedd

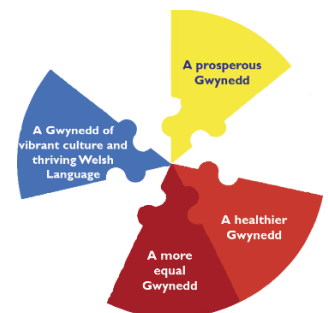
We acknowledge that more significant changes are required in some fields and we have developed improvement plans to address that. These focus on the issues that we will give the most attention to during the lifespan of the plan to achieve our **well-being objectives**.

Improvement Plans



Children and Young People

Well-being aim(s) that we contribute to



The start of life for each of us has been crucial in establishing a foundation for the remainder of our lives and the principle of ensuring that every child and young person receives the same opportunities and receives the same good standard of education is important.

PI Raising Standards - Foundation Phase and Key Stage 4

The purpose of this project is to improve and reconcile education standards across Gwynedd in order to ensure that children and young people attain the highest standards so that they may gain the qualifications and skills that allow them to live and prosper locally. We will implement practical steps in the schools in order to improve and reconcile education standards. We will target specific subjects and challenge performance in specific fields as well as initiating a commission to understand the situation of secondary schools that are, or close to, receiving staff protection.

During 2016/17, a new model of supporting schools was introduced in order to strengthen school to school support systems, develop new partnerships and improve key stage outcomes, together with supporting schools to perform in the highest quartiles. A clear specification was implemented between the Council and GwE (Schools Efficiency and Improvement Service) in order to ensure that sharp and appropriate procedures are in place to monitor and evaluate progress in the schools.

By the end of March 2018, we will have:

- Worked with GwE to raise standards in Key Stage 4 in the core subjects by targeting specific departments which are under-performing in our secondary schools
- Increased the percentage of pupils who reach the expected level (Foundation Phase Indicator) at the end of the Foundation Phase
- Targeted improvement in schools which are under-performing in general or which perform comfortably
- Analysed the financial and curricular situation of secondary schools with small numbers of pupils
- Recognised the minimum staffing requirements needed in order to maintain the curriculum in secondary schools with small numbers of pupils

Long term



Prevention



Integrate



Collaboration



Involvement



- Recommended and costed where the staffing protection line should be for the Secondary Sector so as to enable the Council to use this information when setting the budget for 2018/19

P2 Improve Leadership and Management

The purpose of this project is to improve the condition of leadership in order to raise standards. Good leadership is the main factor that promotes education of the best quality and therefore we are giving particular attention to improving the quality of leadership by developing managers and prospective managers and identifying future leaders in our schools. This will be crucial if we are to ensure that children and young people benefit from more consistent standards in our schools, as strong leadership will have a positive effect on the achievement of children and young people.

During 2016/17, the structures of the Education Department were reviewed, creating a new area structure and defining the role of an 'Area Education Officer' in order to better co-ordinate the support for the schools and all the support services. Broad discussions were held with governors, parents and the wider community in terms of developing new principles for Gwynedd schools and we will continue with this dialogue about leadership and teaching conditions.

By the end of March 2018, we will have:

- Implemented a leadership development scheme which improves leadership conditions in schools in Gwynedd
- Set a clear direction which will allow teachers to focus on teaching and raising the standards of our pupils
- Discovered ways of lightening the managerial and administrative role of schools in order to allow teachers to focus mainly on teaching, and improve conditions for head teachers to lead education.
- Developed leaders to work across a wider geographical area and have responsibilities across schools
- Ensured arrangements in which the authority and governing bodies intervene earlier in schools where leadership is a cause for concern
- Ensured a collaborative management structure on a catchment and area level which will free-up time for heads to lead effectively
- Developed managers and prospective managers within services and identify future leaders

Programme for a network of viable schools for the future

The purpose of this programme is to develop a network of viable schools for the future. Delivering the programme will create better conditions to develop leadership, increase and standardise education standards and improve experiences for children and young people. There is also a need to plan and model for a future structure while giving specific attention to planning for the next tranche of Government capital projects. Details of the programme projects are given below:

P3 Bangor Project

The purpose of this project is to review primary education in Bangor in order to ensure sustainable future provision while responding specifically to the increase in demand for places in the Penrhosgarnedd area.

Long term



Prevention



Integrate



Collaboration



Involvement



During 2016/17 we have:

- Ensured a contribution in principle of £6.365million from the Welsh Government 21st Century Schools Fund
- Secured the approval of the Cabinet to begin local discussions on reviewing primary education in Bangor

By the end of March 2018, we will have:

- Established a Catchment Area Review Committee (CARC) to identify and discuss options and agree on a preferred option which will respond to future education needs in the area
- Dependent on the outcome of the discussions, conducted a statutory consultation
- Dependent on the outcome of the statutory consultation, issued statutory notices
- Created a business case in order to ensure a contribution of £6.365million from Welsh Government towards any capital work

Cost: No additional cost.

P4 Ysgol y Gader Catchment Area

The purpose of this project is to establish an All-through Welsh-medium Catchment Area School for 3-16 year olds in the Ysgol y Gader, Dolgellau catchment area.

This proposal will create better conditions to develop leadership, share resources, improve and standardise the quality of education across the catchment area. This also means a substantial capital investment of £4.3million to improve the learning environment on specific sites in the catchment area. The full business case for the project has been approved. Ysgol Bro Idris will open in September 2017.

In 2016/17, construction work on the Ysgol Rhydymain site was successfully completed together with the construction work on the Ysgol Gynradd Dolgellau and Ysgol Llanelltyd sites. A staffing structure for the new school was also agreed, and the majority of managerial posts, subject heads and site heads have been appointed.

By March 2018, we will have:

- Completed the construction work valued at £4.3million on the sites of Ysgol Rhydymain, Ysgol Llanelltyd and Ysgol Gynradd Dolgellau
- Opened Ysgol Bro Idris in September 2017

Cost: No additional cost.

P5 Glancegin School

The purpose of this project is to secure an investment to provide a new building for Ysgol Glancegin, which is located in Maesgeirchen, Bangor. The learning environment of the existing school is unsuitable as the buildings have reached the end of their lifespan and their condition is very poor.

This new scheme will ensure a modern and purpose-built space to improve conditions for teachers and children. It is also intended to examine the possibilities of developing an integrated centre for children and families near the site of the new school. A new centre such as this will draw together some of those services that support children and families on the Maesgeirchen Estate and specifically address early years

Long term



Prevention



Integrate



Collaboration



Involvement



and services that are preventative in nature. The new school building will open in September 2017.

In 2016/17, construction work valued at £5.11 million was underway and progress was made in line with the work programme.

By March 2018, we will have:

- Completed the construction work valued at £5.11 million
- Transferred Ysgol Glancegin and its pupils to the new building in September 2017

Cost: No additional cost.

P6 Ysgol y Berwyn Catchment Area

The purpose of this project is to create a 3-19 age Welsh-medium Learning Campus on the current site of Ysgol y Berwyn. The Campus will be a community resource of the finest order for the area and will play a key role in promoting the Welsh language.

The plan will lead to an investment of £10.27million in the town of Bala and it will substantially improve the learning environment for the children of the area. Also, the campus will include community resources such as a library and an arts facility and additional resources to improve the sports provision.

The campus will open in September 2018.

We have already:

- Approved the planning application for the Learning Campus
- Appointed contractors and started on the construction work on the current site of Ysgol y Berwyn
- Opened an all-weather football pitch at Maes Tegid, Bala - it will be a resource for all schools in the catchment area as well as the wider community

By the end of March 2018, we will have:

- Completed the process of establishing the shadow governing body of the proposed learning campus and will be proceeding with the work of the body in accordance with our usual processes for establishing new schools
- Moved ahead with the proposed construction work worth £10.27million

Cost: No additional cost.

Our aim here is to work with children and their families in order to ensure that children who have additional learning needs receive more support to take advantage of opportunities and to gain experiences in order for them to make progress.

P7 Establish a joint Additional Learning Needs and Inclusion Service with Anglesey

The purpose of this project is to transform the service for children with additional learning needs. We will implement a clear strategy across the full range of inclusion and additional learning needs fields across Gwynedd and Anglesey.

Long term



Prevention



Integrate



Collaboration



Involvement



We will ensure that children with additional learning needs receive the most suitable support to take advantage of opportunities and to gain experiences that have been planned effectively for them. There will be a clear focus on outcomes in order for them to make appropriate progress in line with their ability.

In 2016/17, operational detail was added to the Additional Learning Needs and Inclusion Strategy. The aims and objectives of each one of the services within the strategy were clearly noted and a detailed staffing structure was agreed in order to implement it. A joint governance model with Anglesey Council was agreed. The strategy principles continue to include attention to the early years, establishing an integrated central team of professionals with specific specialisms and implementing a training programme to upgrade the skills of the workforce.

By the end of March 2018, we will have:

- Implemented the Additional Learning Needs and Inclusion Strategy in full, thus delivering better outcomes for children and young people at a significantly lower cost
- Implemented the restructuring within the Additional Learning Needs and Inclusion workforce
- Created and implemented comprehensive training programmes
- Reviewed the criteria
- Established sub-groups to look at the Early Years, Post 16 and Special Schools

Cost: No additional cost.

P8 Early Intervention / Preventative Programme for groups of vulnerable children and young people in Gwynedd

The purpose of this programme is to implement a series of schemes in order to ensure that fewer families and children are referred to costly interventions within statutory services in the future. We will work jointly with local partners including representation from the third sector.

We have already held an assessment of needs that has identified specific fields which need to be targeted when planning preventative packages into the future. These fields include language delay and speech, parenting and behaviour support, access to mental health services and support for teenagers. We are also continuing with the work of the *Gyda'n Gilydd* Team and Families First, as well as an innovative scheme in the early years and parenting fields.

Subject to consideration of the additional funding noted below, by the end of March 2018, we will have:

- Re-commissioned and prioritised Families First programme work packages for 2017/18
- Strengthened the *Gyda'n Gilydd* Team model and built upon the work of co-ordinating the support for groups of vulnerable families
- Implemented the work programme of the preventative strategy, including collaborating with the Education, Youth, Leisure and Adults services to ensure co-ordinated services for children and families in Gwynedd
- Implemented the Government's engagement framework that specifically addresses groups of vulnerable children and young people
- Put a clear and definite procedure in place to measure the impact of preventative interventions

Cost: £40,000 to continue with the plan, if an assessment of what has been achieved shows a need to release additional resources to do this.

Long term



Prevention



Integrate



Collaboration



Involvement



P9 Young People using the Welsh language socially

The purpose of this project is to ensure a robust follow-up to and build upon the Language Charter project that is operational in Gwynedd's primary schools.

During 2016/17, a strategy was developed for the secondary as an effective planning tool to lead to further increase in the social and curricular use of the Welsh language by pupils.

Subject to consideration of the additional funding noted below, by the end of March 2018, we will have:

- Supported the 14 secondary schools to implement the main priorities of the strategy
- Created and implemented comprehensive training programmes for secondary teachers in the methodologies of bilingual teaching and learning
- Further promoted the value and advantages and usefulness of bilingualism in order to strengthen the pupils' incentive to develop into people who are fluent in both languages.

Cost: £40,000 to continue with the plan, if an assessment of what has been achieved shows a need to release additional resources to do this.

Long term



Prevention



Integrate

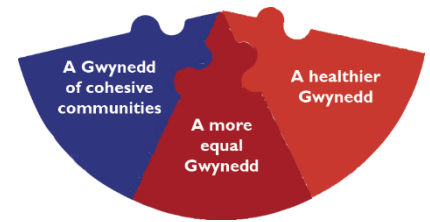


Collaboration



Involvement





The work in the Care field focuses on engagement with the people of Gwynedd in order to ensure that they are clear about the challenge that we are facing to motivate and support communities to contribute by taking community-based action. Its success will be crucial in terms of preventative work and will ensure that we as a Council, together with our partners will respond pro-actively to the change.

G1 Care Challenge

The purpose of this project is to try to ensure that the people of Gwynedd truly understand the challenge that is facing us to motivate and support communities to contribute by taking action on a community basis. The success of this project will be crucial in terms of preventative work and will ensure that we as a Council, together with our partners will respond pro-actively to the change and will meet the need within the Social Services and Well-being Act.

At the end of the project, the people of Gwynedd will have an understanding of what the Council can offer as services and an understanding of their own role which will mean that we naturally contribute and support the most vulnerable people within our communities.

During the first two years of the project, we succeeded to develop the 'story' of the Care Challenge, namely the background, context and the reason for change. The story was communicated and engagement with stakeholders was carried out, together with a number of events to discuss the challenge.

By the end of March 2018, we will have:

- Further implemented the communication strategy and main-streamed the work by establishing an effective information, advice and assessment (IAA) service
- Continued to work with communities to identify their strengths and the aspects that need to be developed, with the intention of creating interest in community action in order to respond to the care challenge and to the well-being issues of their communities
- Continued with the work of raising the general awareness of the people of Gwynedd and develop it further as feedback from communities is received

Cost: The project will be funded from resources that have already been allocated for the care field.

It is crucial that we work effectively, and when appropriate, in an integrated manner with the Betsi Cadwaladr University Health Board. Our intention is to set the foundations for a new, entirely integrated service model across the adults' services.

G2 Integrated working, focusing on what matters for individuals

In order to respond to the evident challenges of the field, it is crucial that we work effectively, and when appropriate, in an integrated manner with the Betsi Cadwaladr University Health Board. The purpose of this project is to redesign our current working methods to ensure that we put the people of Gwynedd (older people and people with physical disabilities in the context of this project) at the centre of our way

Long term



Prevention



Integrate



Collaboration



Involvement



of working.

Since establishing the project in 2015/16, we have witnessed the success of working in an integrated manner by establishing an integrated team in the Eifionydd area. This team has established the principles in terms of methods of working and trialling new methods for the first time. They have also experimented with methods of measuring the impact of the work with services users. The intention is for this way of working to be the foundation for the new, entirely integrated service model across the adults' services. The integrated teams have been established across the rest of Gwynedd since March 2017 and they have adopted the method of working which began in the Eifionydd area.

By the end of the project we will have services that can deliver what counts to individuals in the most effective way, while also ensuring that we do not tie individuals to becoming unnecessarily dependent upon statutory services. Doing this also ensures that the Council and the Health Board meet the needs of the Social Services and Well-being Act.

Due to the nature of the project which is a shift in the culture of the method of working, as well as structure, setting a timetable for everything to work smoothly is difficult. It is likely that it will be 2020 before we can be entirely confident that the shift in culture will have been fully incorporated within everyone's methods of working.

Despite this, we can include some milestones and the project will be expected to achieve the following by March 2018:

- Embed the working arrangements firmly and measure the impact of our work on the residents of Gwynedd
- Incorporate the principles of this way of working in the development of services

Cost: No additional cost.

Programme of accommodation and care provision projects

The purpose of this programme is to ensure that the people of Gwynedd have the most suitable accommodation and care provision to address their future needs, within financial constraints, and that we as a Council respond pro-actively to the demand.

By the end of the programme, vulnerable adults in Gwynedd will have a suitable range of accommodation and care options that will enable them to live lives that are as full and satisfying as possible. This programme has been split into a number of specific projects; the projects currently operational can be seen below.

By the end of March 2018, the projects within the current programme will have achieved the following:

G3 Extra Care Housing

The purpose of this project is to build Extra Care Housing in Porthmadog. By now, construction work on the site is moving ahead and the new development has been scheduled to be ready by the end of 2017 approximately. The aim is that the first residents will be housed there in the first few months of 2018.

Long term



Prevention



Integrate



Collaboration



Involvement



G4 Frondeg

The original purpose of the project was to ensure clarity on the Frondeg site and make a decision on the way forward. In January 2016, following a period of formal engagement and consultation, it was decided to develop a new accommodation model for adults with learning disabilities on the Frondeg site, and bring the current use of the building to an end once the new development would become available.

By now, we have agreed on an active partner, namely Grŵp Cynefin, and we are collaborating in partnership to develop the new accommodation model. It is anticipated that the site will have been transferred to Cynefin by autumn 2017.

Cost: No additional cost.

G5 Capacity and sustainability of the care and health arrangements

The purpose of this new project is to seek to respond to the current problems that exist in terms of care and health provisions specifically within the field of older people. By implementing the project jointly with our health partners, we will attempt to ensure that we have the most suitable system in place across the care and health field in the future. The project will look at aspects of the provision as well as the need in terms of workforce and carers (including unpaid carers).

By the beginning of summer 2017 a significant investment will have been made to strengthen the care provision at Llys Cadfan, Tywyn which will allow the Council and the Health Board to offer joint, more local services for the residents of south Gwynedd particularly in terms of provision for older people with dementia. If the scheme works, consideration will be given to spreading the model to other areas. We are confident that we will be in a position to decide on whether or not to extend it, together with setting out an outline schedule for the work, by summer 2018.

- In terms of the provision in the field of older people with dementia, we will be looking, jointly with the Betsi Cadwaladr University Health Board, at options that can be adopted to try to respond to the current problems in terms of the availability and quality of care. As part of the work, we will be working in partnership with the main stakeholders and will be receiving specialist guidance from experts in the field including the Care and Social Services Inspectorate for Wales. By March 2017, we will be in a position to recommend a way forward to the Health Board and the Cabinet.
- In terms of the nursing and care workforce, the project will build on the short-term interventions implemented during 2016/17 jointly with the appropriate health boards, in order to try to improve the situation in terms of identifying and appointing suitable staff to work in the care and nursing care fields locally. This work will continue during 2017/18 and it is hoped that we will be able to agree on a work programme to address any longer-term developments.

Several steps have been taken during 2016/17 to improve our arrangements for supporting unpaid carers. A work programme that identifies further interventions has been prepared and staff resources will be allocated to facilitate action based on this programme by March 2018.

Cost: No additional cost

Long term



Prevention



Integrate



Collaboration

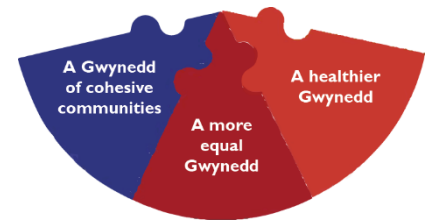


Involvement





Safeguarding



Safeguarding children and vulnerable adults is crucial to ensure that all individuals receive the same opportunities in life and to safeguard the most vulnerable in our society. We are collaborating across agencies and via the Regional Board in order to achieve this.

D1 Ensure whole Council ownership in the safeguarding field

The purpose of the project is to ensure that there is corporate ownership of the safeguarding agenda and that we have effective procedures to safeguard children and vulnerable adults in Gwynedd. Work to raise the awareness of Council staff and members regarding this agenda is continual work to ensure that everyone is aware that safeguarding children and vulnerable adults from abuse is a responsibility that falls on everyone.

What, therefore has been achieved in 2015-17?

We have adopted safeguarding policies and procedures across all Council services, and much work has been done to raise awareness and provide training across the entire workforce. We have also undertaken an annual survey to measure the impact and improvement of awareness levels of the safeguarding field, together with undertaking annual inspections to ensure that our contract arrangements are robust in the field.

By the end of March 2018, we will have:

- Reviewed our policies and procedures to address legislative changes
- Monitored the impact of our actions via the annual awareness survey and the contracts inspection, implementing any recommendations and continuing to raise awareness and provide training in the safeguarding field.

Cost: No additional cost.

D2 Safeguarding children and young people

The purpose of the project is to improve continually the safeguarding arrangements and culture for children and young people. We will ensure that safeguarding policies and procedures are clearly understood by everyone working within the Education field and respond to the Child Sexual Exploitation risk across north Wales.

By the end of March 2018, we will have further strengthened the safeguarding procedures and culture within the field of Education, by:

- Conducting an annual audit of safeguarding and governance arrangements within the department and schools
- Continuing to improve the understanding and awareness of individuals and key groups within this specific field, including how to identify the signs
- Continuing to update the training programme to meet the needs of the annual audit
- Implementing a work programme in accordance with the findings and recommendations of the

Long term



Prevention



Integrate



Collaboration



Involvement



annual audit and also consider any opportunities for improvement

By the end of March 2018, we will have reviewed the Council's arrangements for responding to the risk of Child Sexual Exploitation (CSE) by:

- Ensuring that the Council's arrangements coincide with the regional strategy which is being developed between agencies
- Continuing to maintain arrangements to collect information about the number of cases, risk and compliance levels and safeguarding processes in the field in order to be aware of the nature of the demand in the field. Improving the understanding and awareness of individuals and key groups within this specific field, including how to identify the signs
- Establishing a multi-agency executive panel to look at individual cases in the field of CSE in order to agree on action that needs to be taken to safeguard individual children and young people. This panel will add value to front-line day to day intervention

D3 Safeguarding vulnerable adults

The purpose of the project is to continually improve the safeguarding arrangements and culture within the adults' field.

We managed to obtain a strategic overview of all recommendations addressed in the 'A Place to Call Home' report, the Winterbourne Report and the Jasmine Report and created a comprehensive work programme of the improvements. In addition, a quality report on Residential and Nursing Care was submitted to the Cabinet over the course of the year.

By the end of March 2018, the project will be implementing the aforementioned work programme, and in doing so, will have ensured that we are:

- Developing a range of different methods for individuals to be heard
- Identifying whether there is appropriate use of advocacy and trying to respond to any deficiencies
- Providing evidence that the corporate groups can demonstrate that they listen to the voices of vulnerable adults

Cost: No additional cost.

During 2016/17 the progress made in the previous year was built upon in order to respond to the recommendations in reports, and the process of establishing a Safeguarding and Quality Assurance Team for the Adults, Health and Well-being Department was commenced. A Senior Manager was appointed to give strategic, professional and practical guidance to the team. The rest of the team will be in place early in 2017/18 and it will implement a broad work programme that will strengthen the Council's adults safeguarding work arrangements and practice and will enable us to ensure quality in our work and learn from experience and monitoring.

Long term



Prevention



Integrate



Collaboration

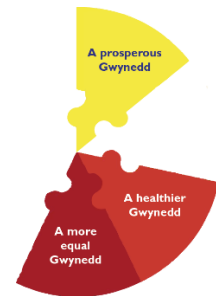


Involvement





Poverty, Economy, Housing



By supporting businesses to compete for and win the Council's contracts together with regional work and collaboration with the business community, we can develop a network of local supply chains.

EI Keeping the Benefits Local

The purpose of this project is to maximise expenditure with local businesses.

There are two aspects to the project, namely setting out a procurement procedure for new services and products in the Council and supporting businesses to compete for and win the Council's contracts and beyond, including capital and regional projects. In addition, we will maximise businesses' awareness and understanding of the Council's procurement procedure. The emphasis will be on trying to develop a network of local supply chains by collaborating with the business community.

We have already established an Annual Procurement Programme that refers business to information regarding the Council's contracts and meet the buyer events to support local companies. In addition, an increase has been seen in the percentage of business won by local companies as part of the Council's catering contract together with a reduction in costs.

By the end of the project, there will be a significant increase in the number of businesses which have the understanding and the ability to win Council contracts, and by the end of March 2018, we will have:

- Maximised the amount the Council spends with local businesses
- Completed the embedding of strategic purchasing arrangements, establishing teams which will be responsible for improving procurement results. This will result in savings as a result of reducing service provision costs and making it easier for local businesses to compete for Council contracts
- Built upon our awareness raising arrangements on opportunities to work with the Council via various methods, for example via the Council's website, social media and the press
- Continued to provide information and offered support to local providers on how to apply for work with the Council, considering requests for any additional support

Cost: No additional cost.

Long term



Prevention



Integrate



Collaboration



Involvement



By working with businesses and our partners in fields such as further education, higher education and the voluntary sector, we will take proactive steps to create the conditions which would enable businesses to grow and stimulate growth in the economy.

E2 High Value and Quality Jobs

The purpose of this project is to work pro-actively in order to create the correct conditions to develop high value and quality jobs in Gwynedd. We will do this by marketing the county and supporting businesses within specific sectors. In addition, we will work with education establishments in order to fill the skills gaps and feed information to ensure the future supply of workers.

We have already identified the most significant sectors to Gwynedd in terms of creating high value jobs, namely the Energy, Digital, Creative and Research and Development sectors. A package of marketing materials for the sectors is being developed and support to establish business networks within the sectors has been provided. An innovative scheme to encourage local young people to have an interest in the sectors was supported and a lobbying scheme for the Trawsfynydd and Llanbedr sites is still being implemented to attract investment to the sites.

By the end of the project, there will be more high value and quality jobs in the county, with the infrastructure in place to create significantly more in the future. Subject to consideration of the additional funding noted below, by the end of March 2018, we will have:

- Developed the package of innovative activities to attract inward-investment to Gwynedd, by targeting businesses within the significant sectors which have been identified and giving particular attention to the Snowdonia Enterprise Zone sites in Trawsfynydd and Llanbedr
- Supported a number of prospective investors, securing the maximum benefits to Gwynedd from the developments
- Developed the business clusters in the target sectors identified
- Started to implement a new programme to support young people to study subjects connected with science, technology and engineering under the *Llwyddo'n Lleol* banner
- Collaborated with the North Wales Economic Ambition Board and the Energy Island programme to ensure that the people of Gwynedd benefit from the development of New Wylfa

Cost: £117,000 to continue with the plan, if an assessment of what has been achieved shows a need to release additional resources to do this.

Long term



Prevention



Integrate



Collaboration

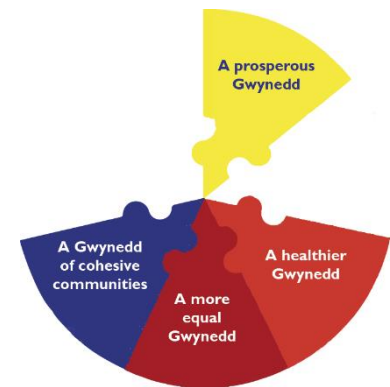


Involvement



E3 Working together against poverty

The purpose of this project is to implement a programme of schemes, together with partners, to reduce the effect of poverty in Gwynedd. The programme will include interventions which help residents to obtain skills to deal with home income management and debts, and which help them to secure access to online information and services. Attention is also given to implement schemes which will offer work opportunities for people who are not part of the labour market. We will also provide support for people to deal with changes in the welfare and investments field.



We are already facilitating a Digital Resilience Group and a Financial Forum in order to draw partners together to work on plans and to provide financial and digital inclusion training for the staff of Gwynedd Council and local agencies. The workers can now support residents on matters such as using the web, referring to online digital and financial resources, completing online benefit claims, and obtaining access to financial advice services.

We have established a Gwynedd Employment Group in order to develop and secure European funding to implement employment schemes such as TRAC, Ad-TRAC, Communities for Work and OPUS in the county. Through these schemes, we will support, mentor, train and give work and voluntary experience to individuals to help them to look for work.

Subject to consideration of the additional funding noted below, by the end of March 2018, we will have:

- Continued to train front-line staff in financial literacy and digital literacy
- Continued to operate the Discretionary Housing Payment fund in order to support families to avoid falling into debt due to the bedroom tax
- Provided assistance to Universal Credit claimants
- Implemented a package of employment schemes to support individuals to gain access to employment opportunities
- Diverted programmes in the field of education and housing towards the communities of need

Cost: £155,000 to continue with the plan, if an assessment of what has been achieved shows a need to release additional resources to do this.

E4 Housing Supply Strategy

The purpose of this project is to implement our strategy to encourage the use of new methods to increase the supply and variety of housing in order to ensure that our housing supply is suitable for the needs of the people of Gwynedd. The project will lead to different solutions in different areas.

The Affordable Housing Funding Model business plan which contains four principal schemes has been approved, these are:

- Establishing Affordable Housing for Gwynedd residents in rural areas
- Bringing empty homes back into use
- Provision for homeless people
- Provision for older persons to promote independence

Long term



Prevention



Integrate



Collaboration



Involvement



By March 2018, we will have:

- Established the funding model in order to increase the affordable housing in rural areas. It is anticipated that we will have started to build new homes for residents during 2017/18 with the aim of realising 31 houses
- We will also aim to develop between 10 and 15 empty housing units and bring them back into use, which is in addition to the annual total of 40 to 50 units.
- We will consider how the recommendations of the review of the Rhianfa hostel provision could be implemented and will endeavour to evaluate and develop an alternative model during 2017/18 in order to implement the development of alternative provision for homeless people in the south of the county.
- We will confirm the area where accommodation provision is needed for older persons, and the alternative models of provision required. The recommendations submitted as part of the Older People Accommodation Strategy will influence the priorities of developing and managing assets and will be implemented depending on resources and having regard to any recommendations from the Capacity and sustainability of the health and care arrangements project (G5).

Cost: No additional cost.

By collaborating with local initiatives and regional partners, maximising our heritage and building upon our strengths, we can create the conditions for local businesses to thrive to create and maintain employment across the county and improve the access of the people of Gwynedd to work.



E5 Digital Gwynedd

The purpose of this project is to secure a quality Information and Communication Technology infrastructure throughout Gwynedd and support businesses and residents in Gwynedd to take full advantage of it.

We have already ensured that 80% of homes and business sites in Gwynedd can access superfast broadband services and 37% of those who can access it have already taken advantage of it (the highest in Wales). We have also ensured that a programme of support is available for businesses to learn how to take advantage and we have trained 177 Council staff and other local establishments to help residents to start using the internet (they are now helping approximately 500 residents every week).

By the end of the project, the businesses and residents of the county will take advantage of superfast broadband and the benefits it has to offer.

By the end of March 2018, we will have:

- Infrastructure: Assisted with the completion of the Superfast Wales scheme in Gwynedd and ensured that its successor addresses the remaining need by promoting the provision for residents and businesses. Encouraged and supported the private sector to extend the 4G provision in the county. Developed new skills of providing and using the infrastructure jointly with Arloesi Gwynedd Wledig
- Residents: Extended the support and opportunities for residents to gain access to the

Long term



Prevention



Integrate



Collaboration



Involvement



internet and prioritise peripheral groups and those who could be detrimentally affected by the change to provide on-line services. Developed a case which demonstrates that increasing digital resilience will lead to an increase in the speed and rate at which on-line services are adopted

- **Businesses:** Encouraged and facilitated access for local businesses to the assistance to use technology that is available and to strengthen the provision as necessary. Worked with the High Value and Quality Jobs plan to facilitate and support the development of the creative and digital sectors in the county

Cost: No additional cost.

E6 Rural Gwynedd Development Scheme

The purpose of the project is to increase the sustainability of rural communities in Gwynedd and the most rural areas specifically - giving particular attention to developing the range and value of economic activity in the countryside.

We have already secured a budget of £4million from the Wales Rural Development Programme to develop new, innovative methods of responding to the challenges of rural Gwynedd. Through the work of Arloesi Gwynedd Wledig a range of exciting developments are being trialled throughout the county (see a video of the highlights of 2016 [here](#)). The scheme has established a partnership to consider the needs of our rural areas and we have developed and are now implementing the Llŷn and Eifionydd Employment Plan and the Meirionnydd Employment Plan.

By the end of the project, we will have worked with our partners to establish programmes and projects across the rural areas in Gwynedd that will contribute to ensuring the sustainability of our rural communities.

Subject to consideration of the additional funding noted below, by the end of March 2018, we will have:

- Further developed the work of Arloesi Gwynedd Wledig and developed and held innovative pilots throughout Gwynedd and targeted resource to build on the results of 24 trials which have already been held
- Worked with partners such as Eryri National Park, Arloesi Gwynedd Wledig and the business community to develop further projects and ensured resources to implement them

Cost: £23,000 to continue with the plan, if an assessment of what has been achieved shows a need to release additional resources to do this.

E7 World Heritage Site

The purpose of this project is to create economic benefit from Gwynedd's rich heritage. We will focus on the existing World Heritage Site of Edward I Castles in Harlech and Caernarfon, in addition to submitting a case for World Heritage Site status for the heritage of the slate industry.

We have already evaluated the economic benefits which could derive from a World Heritage Site status for the slate industry and as a result we have prepared a bid for the status for the industry. An Economic Action Plan to realise the potential has also been developed with our partners.

Long term



Prevention



Integrate



Collaboration



Involvement



We have ensured funding for a £15million plan to transform the Caernarfon shore near the Castle to develop the status of the area as a regional and international destination.

By the end of the project, sites across Gwynedd will receive international recognition and significant economic benefits will derive from this.

By the end of March 2018, we will have:

- Submitted an application to UNESCO to gain a World Heritage Site status for the slate industry
- Prepared a programme of interventions with partners to promote community pride and develop the local economy in the slate valleys based on their heritage
- Started to implement the £15million scheme to develop the Caernarfon waterfront as an asset for the entire county
- Supported local partners to respond to the needs and opportunities in Harlech

Cost: No additional cost.

E8 High-profile and strategic events

The purpose of this project is to attract nationally or internationally high-profile events to Gwynedd in order to take advantage of the economic and social benefit which will ensue. We will do this by ensuring that high-profile national or international events are attracted to Gwynedd or established in Gwynedd. In 2016/17, the project supported 18 events from which Gwynedd benefitted over £6.6million. We will also support areas within Gwynedd to develop events with the potential to contribute towards the image of vibrancy and develop the area's expertise in the field of organising and running events, especially amongst young people and local initiatives.

Subject to consideration of the additional funding noted below, by the end of March 2018, we will have:

- Worked alongside the major events and identified opportunities and developed ideas and specific projects in order to take full advantage of the opportunities for the businesses and residents of Gwynedd
- Worked closely with Welsh Government's Major Events Unit on projects in order to attract additional investment from the Government
- Worked with event organisers in order to ensure that there are opportunities for young people in Gwynedd to benefit from the events

Cost: £42,000 to continue with the plan, if an assessment of what has been achieved shows a need to release additional resources to do this.

By working together with partners we will implement a programme of schemes to support people and communities to respond to poverty in Gwynedd. The emphasis will be on ensuring improved inclusion and access for the various people living in Gwynedd to services, work, housing and within their communities.

Long term



Prevention



Integrate



Collaboration



Involvement





The Welsh Language

A Gwynedd of
vibrant culture and
thriving Welsh
Language

We work closely with communities to support and empower them to assess the position of the Welsh language in the community in order to strengthen the status and the use of the language. Alongside this, we are working with public organisations in Gwynedd to increase and improve their provision of bilingual services for the residents of Gwynedd so that they can use the Welsh language naturally and improve the user's experience. We will also work with schools in order to increase young people's use of the Welsh language socially.

II Communities promoting the Welsh Language

The purpose of this project is to promote the Welsh language by supporting and empowering four communities to implement the Local Action Framework and to assist residents to undertake an assessment of the position of the Welsh language in the community in order to strengthen the status and the use of the language.

We have already completed the Local Action Framework and produced action plans for the communities of Bangor, Porthmadog and Dolgellau. In addition to this, opportunities to empower the community have been identified and are operational in Pwllheli.

By the end of March 2018, we will have supported residents in the four communities to deliver their action plans in response to the findings of the Local Action Framework in order to promote the use of the Welsh language.

Cost: No additional cost.

I2 The Welsh language and public services

The purpose of this work will be to assist public organisations to increase and improve their provision of bilingual services for the residents of Gwynedd so that they can use the Welsh language naturally. By collaborating with the members of the Public Services Board, it will be possible to set consistent and clear standards and act jointly on plans that will improve the user's experience.

It will also be a means to support the duty on public bodies in the coming years to comply with the Language Standards imposed on them by the Welsh Language Commissioner, and will reiterate the requirements associated with the follow-up framework to *More Than Just Words*.

The Public Services Board has already agreed to prioritise this work which means that key partners will work with us to reach the aim. By the end of March 2018, we will have ensured agreement from all partners to reach a specific level in order to improve their provision of Welsh-language services for the residents of Gwynedd so that they can use the Welsh language in their everyday lives.

Cost: No additional cost.

Long term



Prevention



Integrate



Collaboration



Involvement



I3 Audit of the Welsh Language's situation at Gwynedd Council

Over the years, Gwynedd Council's language policy has been an effective tool to ensure an appropriate status for the language within the public sector and further afield. Nevertheless, we need to ensure that the policy is implemented consistently across the Council.

There are two purposes to this project:

Firstly, it will consider the success of the Council in normalising the Welsh language in its departments and the services it provides to the residents of Gwynedd.

Secondly, it will deliver research work in order to find and confirm to what extent the Council goes a step further and succeeds in taking advantage of every opportunity to promote the Welsh language through the services that we provide to the County's residents. It will look at the services that we provide directly along with services that we provide through third party arrangements and contracts.

This work will provide strong context and a foundation for the Language Standards that the Council will be accountable to the Welsh Language Commissioner for their implementation and which came into effect during 2015/16.

We have already undertaken an audit of the use of the Welsh language with all Council departments. In response to the findings of the audit, work to increase the use of the Welsh language within the Consultancy, Economy and Community, Regulatory and Adults, Health and Well-being Departments was prioritised with detailed action plans created. In addition, a Corporate Communication Plan was developed to promote the Welsh language across the Council.

By the end of March 2018, we will have implemented the findings of the audit in the departments in question in order to improve the effectiveness of the Council's language policy.

Cost: No additional costs.

Long term



Prevention



Integrate



Collaboration



Involvement



Delivering the Plan

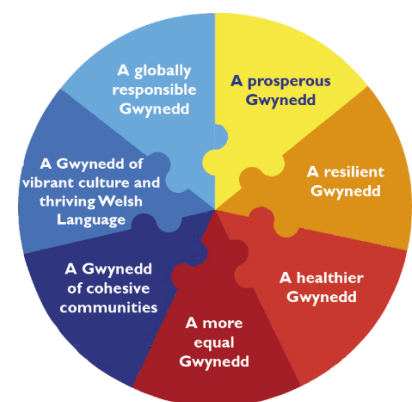
Delivering the plan is an important priority in itself. We have put appropriate arrangements in place at every level in the Council to deliver the plan and everyone has an important part to play in that.

Ffordd Gwynedd is at the heart of the Council's vision regarding the future well-being of the people of Gwynedd. It means making the most of the resources we have, e.g. funding and staff, ensuring that we do not have wasteful and unnecessary processes, and knowing what the people of Gwynedd tell us about how we respond to their needs. In order to enable us to deliver and improve, we will focus on the following plans during 2017/18:



Ffordd Gwynedd

Putting the people of Gwynedd at the centre of everything we do



FfGI Empowering Units to Implement Ffordd Gwynedd

Providing a consistent culture will not happen alone, and the purpose of this project will be to lead service teams to reflect on their current working arrangements, to challenge whether they are placing the people of Gwynedd at the centre and whether there is room for improvement.

In doing so, we will ensure that every service unit within the Council places the people of Gwynedd at the heart of everything they do. It will also ensure that we consider alternative methods of implementation (including collaboration with others) and measure those ideas against a single yardstick – namely to what extent does it increase the benefit for the people of Gwynedd

We have already created a development programme based on learning in the workplace and have held training on the Ffordd Gwynedd principles for Senior Managers and Heads. Also, additional officers have been designated to work on the project and by now nine service reviews have been undertaken or are underway within the Council.

By the end of March 2018, it is anticipated that 15 formal service reviews will have been completed and the majority of Service Managers will have been trained in the Ffordd Gwynedd principles (including robust performance management principles) in order for them to be able to undertake their own reviews.

Cost: No additional cost.

FfG2 Leaders development programme

If we are to ensure that the workforce consistently places the people of Gwynedd at the centre, Council leaders must also encourage such a culture.

The purpose of this project is to ensure that leaders within Gwynedd Council understand the principles of Ffordd Gwynedd, that they are aware of what they need to do in order to reinforce the Ffordd Gwynedd principles through all tiers of the organisation and that there is a system in place to ensure that this happens consistently.

A new appraisal system was established for members of the management team and the heads and, since January 2016, continual evaluation arrangements have been adopted. This will allow a regular review of the progress of the personal development programme for every member of the Management Group.

We will focus on developing the leadership amongst Cabinet Members following the Election in May 2017.

Cost: No additional cost.

FfG3 Engagement

Ensuring that we meet the actual needs of our residents means that we require effective and consistent engagement arrangements, and the purpose of this project is to improve engagement across the Council.

Whilst significant progress has been made to develop the resources and the support available to support officers to engage effectively and that encouraging progress has been made in some services, it must be acknowledged that further work needs to be done in order to ensure that a culture of effective engagement penetrates to all parts of the Council. During 2017/18 we will be implementing the following steps to address the obstacles which remain:

- Undertake an audit of the ability of individual departments to take full responsibility for effectively engaging with their customers
- Review and strengthen the arrangements for providing robust evidence to the people of Gwynedd that the Council provides an opportunity for them to have their say and responds positively to their priorities
- Strengthen the central engagement resource and support, focusing on strengthening arrangements to engage with children and young people and modernising the arrangements of the Citizens Panel
- Ensure that the Gwynedd Council brand appears prominently on services and schemes funded by the Council so that the people of Gwynedd are more aware of the range of services and the support that the Council provides to its communities.

Cost: No additional cost.

FfG4 Extending the use of self-service

At times of financial constraints, it is crucial that we continue to meet the needs of residents effectively but in the most efficient way.

The purpose of this project is to extend the use of self-service to facilitate the people of Gwynedd's access to Council services, and at a lower cost than the traditional channels. This development will provide access to a number of services through the digital channel method.

We have delivered the first step of the development and have created a core system to facilitate access to Council services for the people of Gwynedd.

By the end of March 2018, we will have created a new personal account system and it will be possible to get in touch with more services through the self-service function.

Cost: The project is evolving as we go on and the business case will need to be assessed continually.

FfG5 Information Technology (IT) Strategy

Information Technology is a crucial tool in ensuring that services are effective and efficient and the purpose of this project is to implement the Information Technology Strategy adopted in 2016. It sets out the direction for the next phase in order to maximise the benefit to be gained from using this tool along with a work programme to realise that strategy.

We have already made progress in the work of facilitating the public's ability to contact the Council, improved the support and assistance available for IT users internally and introduced new equipment within meeting rooms.

During 2017/18 we will continue with this work and will also look at facilitating the public's access to the Council's services by using digital media, reviewing work arrangements and the technology that is available to deliver this, introducing technical equipment for officers in the field (such as waste and recycling staff) and collaborating with elected members to provide suitable technology and support and training packages which will serve the new Council members after the elections in May, 2017.

Cost: No additional cost.

FfG6 Electronic document and records management system (EDRMS)

The purpose of this project is to promote efficiency by establishing an EDRMS system that will ensure that the Council's information sharing arrangements are much easier and more effective and will reduce the use of paper. The system will store and manage access to all electronic documents. This will also facilitate savings schemes by enabling staff to save time.

We have already established and agreed on the business case and have started to develop a system to manage electronic documents and records. We have introduced the system to the Corporate Support Department, the Economy and Community Department, the Finance Department, the Education Department and the Regulatory Department.

By the end of March 2018, all the Council's departments will be using the EDRMS system which will result in annual savings of £201,000. In addition, a records centre will have been established which will mean that a retention period will have been determined for old items.

Cost: No additional cost.

FfG7 Information governance

Information is an essential and valuable resource for all our activities and we must ensure that our working arrangements keep it secure.

While we have relevant arrangements to ensure that it is secure with appropriate training, the purpose of this project is to review our training arrangements for staff who work with personal information to ensure that training is completely effective and that we are confident that the personal information of the people of Gwynedd is totally secure in our hands.

We have assessed the propriety of our information protection arrangements (including the efficiency of our training arrangements) communicating and introducing a data protection policy for staff, introduced new training arrangements and introduced inspection arrangements in order to embed the principles of information security throughout the entire organisation.

By the end of March 2018, we will have moved on to assess how departments use their information for their daily work and forward planning, we will have placed more of the Council's information on the website in order for it to be available for others to use and we will have put arrangements in place to prepare for the new data protection legislation.

Financial Planning

In order to maintain key services for the future, we must face the financial challenge ahead and make difficult decisions. We will move to a situation where we have a balanced sustainable budget, whilst at the same time, ensuring that we have the necessary resources to achieve the Council's ambition for the people of Gwynedd.

CA1 Realising savings

The purpose of this project is to ensure that arrangements are in place to realise the approved savings.

By the end of March 2018, it is envisaged that we will have realised £20.6million of the £21.7million approved from the Efficiency Savings project 2015/16-2017/18. Owing to complexities, the implementation period for some schemes has been extended. In the meantime, the total of the schemes which have been approved has risen to £22.6million. In addition to this, savings of £0.85 million from previous projects have been realised during this time, and it is foreseen that £4.6million of the savings which have been approved have also been realised.

Cost: No additional cost.

CA2 Further efficiencies and service provision models

The purpose of this project is to find further efficiency schemes in order to reduce the amount of cuts required, in addition to researching fields where it is possible to change the current model of provision and make savings.

Work is already underway to find further efficiency schemes to be realised. There are schemes worth £1.082million that have been identified for 2017/18 and further work is underway for a further financial deficit from 2018/19 onwards.

Cost: No additional cost.

The Council's working arrangements

In addition, we will need to ensure that the Council's working arrangements support us to deliver from day to day. Further information regarding this can be found below:

The full Council is responsible for adopting the Council's Plan and setting the direction for the Council's work over the coming years with the **Council's Cabinet Members** responsible for implementing the Plan within their fields of responsibility and ensuring that there are robust project management and performance management arrangements in place to achieve what we intend to do.

The **Scrutiny Committees** will hold the Cabinet Members to account for their performance in terms of delivery and they will also scrutinise the impact of the plan on the residents of Gwynedd.

The **Council** will continue to collaborate with its partners in the public sector, the third sector and the private sector to achieve priorities that need the input of more than one partner for them to be achieved.

We consider the **5 ways of working (namely the sustainable development principles)** as a part of our assessment about the Council's working arrangements and if we see that we need to improve the way that we respond to the requirements of the act, we will do so.

As part of our commitment to placing the people of Gwynedd at the heart of everything we do, we will be engaging with residents and communities continually so that they will be given opportunities to influence the work of the Council and empower them to take ownership and responsibility for the future.